

Reflections on Strategies

 **LEHIGH** ('21 excerpt)
UNIVERSITY

		Recruitment (Outreach, Hiring, Yield)	Transition/ Onboarding	Retention (Professional Development, Advancement Satisfaction & Support)
Strong Practices	Department	increased use of rubrics and transparent criteria, chairs share	Staff members who are excellent sources of information, some departments have mentoring	Some departments with P&T guidelines, conference travel funding
	College	RCEAS requires D&I Statement, deans support diversifying pool efforts,	Some college have welcome/orientation activities	Sabbaticals demonstrate support, though implementation varies, T&P guidelines written and approved by college faculty, funding for conference travel
	University	"30 min mtg" with candidates, monitoring candidate pools, 'lessons learned post-cycle' ADVANCE	New faculty orientation, INC new faculty mentoring, Office of Research provides individual attention to new faculty and has internal funding	CITL, ADVANCE, Office of Research, Formal annual reviews, reappointment review, exit interviews by DPFA, Solid tenure clock extension policy (including Covid), COVID impact statements, triennial changing to be developmental in support of mentoring assoc profs
Missed Opportunities and Challenges	Department	365 recruitment, more recruiting at URM-focused events and networks, , myths about diversity persist, how to evaluate DEI statement, continue improve job ads	Department contact with incoming faculty before start date is variable, more proactive/inclusive in early weeks and beyond	Understand workloads better, we don't seem to take this into real consideration, little done to evaluate teaching and mentoring outside of SETs
	College	Variability in how DEI prioritized, under-utilize industry partners and grow-own, attention to gender/race in negotiations when offers made	Onboarding is one and done, usually. Can be more active in space planning (as early as job ad is written)	Unclear policies on retention offers for faculty with competing offers, uneven access to prof development and succession planning, composition of P&T committees don't attend to DEI, workload distribution and monitoring
	University	Partner hiring, strategic hiring poorly understood, demographics send negative signal, increase who joins DEI training (require? incentivize?)	We tend to wait till they arrive on campus, orientation is very dense, social opportunities may be too limiting, lack guidelines for equitable start up support, space needs not always met in time	Focus on pre-tenure, need more post. Need succession planning, leadership development more evenly distributed- growing diverse leaders becomes difficult;- under-resourced, better communication about faculty prof development, lack of on campus child care still an issue; academic programs with linkages to DEI likely to draw more diverse faculty yet seem to have fewer resources and visibility, using our data better